

DDI	22
22	2/16
DDI	22
22	2/14

MEMORANDUM FOR: Director of Central Intelligence

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : Applicant Hiring Time

DD/A Registry
File *Personnel*

1. Action Requested: For your information and approval of the recommendation in paragraph 3.

2. Background: We have analyzed who is responsible for each segment of the time required to hire applicants. Using this approach, applicants are primarily responsible for consuming an average of 88 days, the decision-makers in the offices use 50 to 90 days, the Office of Personnel needs 56 days, and the Medical and Security Offices use 75 days. (These days should not be totaled since some of the procedures are being done concurrently by those responsible.) Nonetheless, we believe certain procedures can be changed to reduce this time. Specifically:

a. Recruiters in the past followed up with applicants who had not returned their applications in 30 and 60 days, closing the case out if there was no response in 75 days. They will now follow up after 21 days (the average time taken to return the application). If there is no response, we will close out the case in another 21 days. This will reduce the time allowed applicants by four and one-half weeks.

b. Applicants procrastinate in coming in for interviews and medical and security examinations and establishing EOD dates. (The latter averages 53 days.) We will intensify our efforts to get applicants to Washington expeditiously and tell procrastinators that we will have to cancel them out if they cannot be here in a reasonable time.

✓ c. Professional and technical applications are presently "advertised" by circulating to all offices a daily list of New Applicant File Acquisitions (see attachment). Concurrently, the application is sent to the most logical office based on the requirements of the office and the qualifications of the applicant. In spite of repeated efforts to secure decisions from the offices within the present two-week deadline, over one-quarter of the files are retained from four to ten weeks by the offices. Under the new system, the file will be retained in the Office of Personnel for ten calendar days during which time the office(s) reviews the Acquisition List and expresses interest in the file. Applicants in whom no interest is expressed will be automatically rejected in ten days rather than the 90 days it is taking now. We request that you urge the Deputy Directors to ensure that the personnel decision-makers in their offices review the New Applicant File Acquisitions List and express interest in appropriate names, and then make a decision on the files, each within the allowable ten-day period.

d. Various steps in the Office of Personnel procedures now take one to two weeks each. We are augmenting our Professional Staffing Branch (including the CT Program) to reduce each step to a maximum of three workdays.

3. Recommendation: We believe the above steps will significantly shorten the time it takes to hire applicants. It is requested that you approve the attached memorandum to the Deputy Directors urging them to hasten their part of the review and decision-making process.

[Redacted]
John F. Blake

STATINTL

The recommendation contained in paragraph 3 is:

(☒) APPROVED () DISAPPROVED

STATINTL

[Redacted]
Director of Central Intelligence

30 OCT 80
Date

*Great - Not I'd like to look at
reducing the number of offices in each Directorate that accept
new recruits - eg. 1 place in DOD, 1 in NSA, 1 in S&T, 1 in DIA*

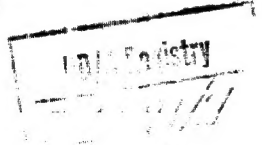
Approved For Release 2003/04/17 : CIA-RDP81-00142R000400030006-2

STATINTL

Approved For Release 2003/04/17 : CIA-RDP81-00142R000400030006-2

Approved For Release 2003/04/17 : CIA-RDP81-00142R000400030006-2

DD/A Registry
File *Personnel*



30 OCT 1978



MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for National Foreign
Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service Board

FROM : Director of Central Intelligence

SUBJECT : Applicant Hiring Time

1. I have been concerned about the length of time it takes to hire new employees for the Agency. The Office of Personnel has analyzed the time taken for each step in the hiring procedures, from initial contact to EOD. They are taking steps to shorten as many of these steps as possible. For example, an applicant has been allowed up to 75 days to complete the application. This will now be cut to a maximum of 42 days. The time from full clearance to EOD averages 53 days. OP will press applicants to EOD in a shorter, more reasonable time. Other phases of the procedures which now take one to two weeks to accomplish will be done in no more than three work days.

2. One phase of the procedures is decision-making, which averages 50 days for decisions to hire and 90 days for rejection. This is where I need the help of you and your personnel decision-makers. The Office of Personnel advises me that over one-quarter of the applicant files are kept in offices beyond the allotted decision-making time of two weeks -- some as long as ten weeks. OP is changing its procedures so that offices must express interest in short biographies of applicants listed in the New Applicant File Acquisitions list. If no office expresses interest in a name, that file will automatically be rejected in ten calendar days. On files in which offices express an interest, the offices will be given a maximum of ten calendar days to decide whether they wish to interview candidates.

SUBJECT: Applicant Hiring Time

3. You and your personnel decision-makers control almost one-third of the time it takes to hire an applicant. I strongly urge you to take the necessary steps outlined above to drastically reduce this time.

/s/ Stansfield Turner

STANSFIELD TURNER

Originator: Director of Personnel

Distribution:

Orig - DDA
1 - DD/NFAC
1 - DDO
1 - DD/S&T
1 - Ch., E-Career Service
1 - DCI
1 - DDCI
1 - ER
1 - D/Pers
1 - SPD/Chrono
1 - SPD Subj File

STATINTL OP/SPD/ (18Oct78)

MEMORANDUM FOR: Director of Central Intelligence

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : Applicant Hiring Time

1. Action Requested: For your information and approval of the recommendation in paragraph 3.

2. Background: We have analyzed who is responsible for each segment of the time required to hire applicants. Using this approach, applicants are primarily responsible for consuming an average of 88 days, the decision-makers in the offices use 50 to 90 days, the Office of Personnel needs 56 days, and the Medical and Security Offices use 75 days. (These days should not be totaled since some of the procedures are being done concurrently by those responsible.) Nonetheless, we believe certain procedures can be changed to reduce this time. Specifically:

a. Recruiters in the past followed up with applicants who had not returned their applications in 30 and 60 days, closing the case out if there was no response in 75 days. They will now follow up after 21 days (the average time taken to return the application). If there is no response, we will close out the case in another 21 days. This will reduce the time allowed applicants by four and one-half weeks.

b. Applicants procrastinate in coming in for interviews and medical and security examinations and establishing EOD dates. (The latter averages 53 days.) We will intensify our efforts to get applicants to Washington expeditiously and tell procrastinators that we will have to cancel them out if they cannot be here in a reasonable time.

✓ c. Professional and technical applications are presently "advertised" by circulating to all offices a daily list of New Applicant File Acquisitions (see attachment). Concurrently, the application is sent to the most logical office based on the requirements of the office and the qualifications of the applicant. In spite of repeated efforts to secure decisions from the offices within the present two-week deadline, over one-quarter of the files are retained from four to ten weeks by the offices. Under the new system, the file will be retained in the Office of Personnel for ten calendar days during which time the office(s) reviews the Acquisition List and expresses interest in the file. Applicants in whom no interest is expressed will be automatically rejected in ten days rather than the 90 days it is taking now. We request that you urge the Deputy Directors to ensure that the personnel decision-makers in their offices review the New Applicant File Acquisitions List and express interest in appropriate names, and then make a decision on the files, each within the allowable ten-day period.

d. Various steps in the Office of Personnel procedures now take one to two weeks each. We are augmenting our Professional Staffing Branch (including the CT Program) to reduce each step to a maximum of three workdays.

3. Recommendation: We believe the above steps will significantly shorten the time it takes to hire applicants. It is requested that you approve the attached memorandum to the Deputy Directors urging them to hasten their part of the review and decision-making process.

STATINTL

John F. Blake

The recommendation contained in paragraph 3 is:

(☒) APPROVED () DISAPPROVED

STATINTL

Director of Central Intelligence

Date

Great - but I'd like to look at reducing the number of officers in each Directorate & accept new recruits - by a 20% reduction in each Directorate - in 2A

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Distribution:

Orig - Return to D/Pers

2 - DDA *Subject*

1 - DCI

1 - DDCI

1 - ER

2 - SPD/OP

2 - D/Pers (1 w/held)

STATINTL

Originator:

Director of Personnel

STATINTL

OP/SPD

Retyped: OD/Pers:jmk (23 Oct 78)

c. Professional and technical applications are presently "advertised" by circulating to all offices a daily list of New Applicant File Acquisitions (see attachment). Concurrently, the application is sent to the most logical office based on the requirements of the office and the qualifications of the applicant. In spite of repeated efforts to secure decisions from the offices within the present two-week deadline, over one-quarter of the files are retained from four to ten weeks by the offices. Under the new system, the file will be retained in the Office of Personnel for ten calendar days during which time the office(s) reviews the Acquisition List and expresses interest in the file. Applicants in whom no interest is expressed will be automatically rejected in ten days rather than the 90 days it is taking now. We request that you urge the Deputy Directors to ensure that the personnel decision-makers in their offices review the New Applicant File Acquisitions List and express interest in appropriate names, and then make a decision on the files, each within the allowable ten-day period.

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John F. Blake

The recommendation contained in paragraph 3 is:

() APPROVED () DISAPPROVED

Director of Central Intelligence

Date

STATINTL

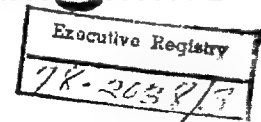
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78-2490
Executive Registry
78-2791/3

STATINTL

MEMORANDUM FOR: Director of Central Intelligence
VIA : Deputy Director of Central Intelligence
FROM : John F. Blake
Deputy Director for Administration
SUBJECT : Applicant Processing Time
REFERENCE : Memo for DDA fr DCI, same subj, dtd 17 Jul 78

1. Action Requested: That you approve hiring as independent contractors selected individuals who are waiting to be cleared.

2. Background: In paragraph 2.b. of the reference, you suggest that "When we've made up our mind that we want an individual, put him on some kind of retainer pay until his clearance is approved and he can actually come to work."

3. This can be done on a selective basis by placing the applicant under an independent contractor arrangement to carry out an unclassified research project, and will give us flexibility we do not now have. We believe the number of professional applicants so engaged would be quite small since most of them are already employed, or are in school completing degree requirements, and thus are not available for additional work assignments.

4. A survey of DDS&T and NFAC indicates that developing and monitoring unclassified research projects becomes more difficult when moving from general to specialized work areas. Thus, research projects for ORPA, [] and OER will be easier to develop than for offices like OD&E, OWI and OIA where most of the significant work is classified.

5. Other factors which could complicate development of projects are the location of the applicant and access to research facilities. Each project will have to be tailored to the needs of the office and the experience and academic training of the applicant. During the normal two to three months of processing time, we cannot expect the applicant to conduct much significant, in-depth research.

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SUBJECT: Applicant Processing Time

6. Recommendation. It is recommended that the Agency be authorized to hire applicants awaiting full clearances to carry out unclassified research projects under independent contractor arrangements, provided that we would otherwise lose such applicants to other employers and that the applicants have access to research material of value to the Agency.

John F. Blake

APPROVED/DISAPPROVED

/s/ Stansfield Turner

Director of Central Intelligence

18 OCT 1978

Date

Distribution:

- Orig - Return to D/Pers
- 1 - DCI
- 1 - DDCI
- 1 - ER
- 1 - DDA
- 2 - C/SPD/OP
- 2 - D/Pers (1 w/held)

STATINTL

Originator:

Acting Director of Personnel

STATINTL

OP/SPD/[]:djp (16 Aug 78)

Executive Registry
78-2038

17 July 1978

MEMORANDUM FOR: Deputy Director for Administration
VIA: Deputy Director of Central Intelligence
FROM: Director of Central Intelligence
SUBJECT: Applicant Processing Time

1. For all of the time that I have been here, I have been concerned at how long it takes us to approve an applicant for employment. I've gone into the statistics of this with you a number of times. Despite the soundness of your responses, I am still concerned.

a. There is just a universal feeling through the middle and lower ranks of the Agency that we are losing good people because we take so long.

b. The recruiting climate is more likely to become difficult than easy as the nation hopefully climbs out of recession.

2. I'd appreciate your looking at a number of possible solutions to this problem. Among them, please consider the following but do not restrict yourself to these:

a. Establish a greatly reduced norm such as 60 days in which to respond to an applicant as to whether we wish to employ him. This response could be contingent upon a subsequent full security check, but the applicant would know that if he cleared the security hurdle we were going to employ him.

b. When we've made up our mind that we want an individual, put him on some kind of a retainer pay until his clearance is approved and he can actually come to work.

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c. Have one center in each Directorate that has the authority to clear a new applicant rather than having to shop him around and obtain a specific assignment for him within the Directorate.

d. Make special provisions for deciding whether we want summer interns to come back as career employees.



STANSFIELD TURNER

JUL 17 1975

ER

UNCLASSIFIED		CONFIDENTIAL		SECRET	
OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	DD/Pers/R&P		8/25/78	OK	
2	EA/OP		25 AUG 1978	K	
3	AD/Pers		29 AUG 1978	M	
4	EO/DDA		8/29	Z	
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
Remarks: <p>It is our understanding that a similar proposal for CT applicants was discussed informally with OGC last year and was rejected. Suggest this proposal, which involves doing unclassified research work under independent contract, be routed through OGC enroute to the DCI to determine if this is acceptable from a legal viewpoint.</p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
C/SPD 806 Ames Bldg				8-25-78	
UNCLASSIFIED		CONFIDENTIAL		SECRET	

ADMINISTRATIVE INTERNAL USE ONLY

DD/A

OCC 78-6725
11 October 1978

DD/A Registry
File *Cheswell*

STATINTL MEMORANDUM FOR: Executive Officer, DDA

FROM :
Assistant General Counsel

SUBJECT : Applicant Processing Time

REFERENCES : A. Memo to DDA fm DCI, Same Subj.,
dtd 17 Jul 78.

B. Memo to DCI fm DDA, Same Subj.
(proposed).

1. You have requested our comments on the legal propriety of implementing a program which would provide authority to place selected applicants under an independent contractor arrangement to carry out unclassified research projects pending completion of staff clearance requirements. It is understood that this program is designed to solve, or at least minimize, the DCI's concern that the Agency is losing qualified applicants because of the long lead time required to obtain security clearances.

FOIAB5

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ADMINISTRATIVE INTERNAL USE ONLY

3. Notwithstanding the existence of legal authority, however, we feel there are a number of policy considerations which must be addressed prior to the implementation of this program. Our concerns fall into three major areas: (1) the necessity of the program (the extent to which it solves the Agency's problem), (2) the bona fide nature of the independent contractor status and the projects to be assigned to qualified individuals, and (3) the implementation of the program and the selection of participating individuals.

4. While this Office has not been provided with any specific data on the class of individuals to which this program is directed, one can assume that we are primarily concerned with those individuals who are financially unable to remain out of work for a period of sixty to ninety days pending processing of an Agency application. This group would include individuals graduating from colleges or graduate schools and those individuals whose previous employment have fixed termination dates (i.e., military service). Individuals who are not unemployed or have the capability of adjusting the termination date (or the Agency has the capability of adjusting the clearance process to coincide with their termination date) would not face the same difficulty and presumably would be omitted from the program. Further, it should be recognized that this program would not substantially reduce attrition resulting from applicants receiving a better job offer from a competing Government agency or commercial corporation. These individuals would, we believe, be lost to the Agency no matter whether we initiated the suggested program or not. Given these parameters, the class of prospective qualified participants would appear to be quite limited; perhaps focusing on only a few individuals.

5. The second issue involves the bona fide nature of the independent contractor relationship. We believe that, if properly administered, the independent contractor arrangement (or a contract employee arrangement for that matter) would not be subject to serious legal challenge. There appears to exist sufficient management justification for securing the services of applicants for employment prior to their final clearances which outweigh arguments that the Government is not receiving a proper return on the use of appropriated funds. Personally, the undersigned would rather construct an argument justifying the contract employee status rather than an independent contractor since I believe the former gives less of an impression that we are trying to manipulate our authorities in an unwarranted fashion. I understand, however, that there are peculiar personnel problems associated with bringing an individual on as a contract employee (i.e., ceiling charges, personnel entitlements, etc.) which may dictate that the independent contractor arrangement be utilized.

ADMINISTRATIVE INTERNAL USE ONLY

ADMINISTRATIVE INTERNAL USE ONLY

6. The final issue involves the manner in which this program will be administered. The proposal suggests that the services of selected applicants will be secured on an independent contractor basis. In order to insure this program does not backfire in terms of adverse publicity and disgruntled applicants, the criteria for selecting individuals to participate in the program should be clearly established. One may have to determine that all applicants must be advised of the existence of the program and the criteria under which the Agency will award such contracts, since some applicants will raise the issue of financial hardship during negotiations while others may neglect to raise such an issue. The existence of this program will undoubtedly become known among applicants and they will compare benefits received. If the program is administered in an unequal and haphazard fashion the morale of the employees involved and the reputation of the Agency will suffer.

STATINTL



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Approved For Release 2003/04/17 : CIA-RDP81-00142R000400030006-2

AVERAGE TIME FACTORS (DAYS)
PROFESSIONAL APPLICANT PROCESSING
JANUARY 1977 - JUNE 1978

CATEGORIES	DECISION		SECURITY/MEDICAL PROCESSING	FROM CLEARANCE TO EOD
	HIRE	NO HIRE		
CAREER TRAINEES	28	28*	60	57**
OTHER PROFESSIONALS	50	91	81	53***

NOTE: Candidates west of the Mississippi are no longer handled differently than those east of the Mississippi as originally set out in the chart attached to our 9 February 1978 memorandum.

- * If the decision is made not to hire, the applicant file is returned to the Office of Personnel for general Agency consideration, thereby becoming a part of "Other Professionals".
- ** Career Trainee applicants are advised at the time of initial contact that there are two classes a year - January and July. Those who need employment before a class begins will be brought on board as soon as possible after full clearance and given an interim assignment.
- *** The last sentence of paragraph 4 of our 26 July 1978 memorandum explains this time delay; i.e., --- need to sell their houses, wait until their children finish school, give adequate notice to their employers, and other such reasons.

DDA Registry

File

Personnel

26 JUL 1978

MEMORANDUM FOR: Director of Central Intelligence

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : Applicant Processing Time

REFERENCE : Memo for DDA fr DCI dtd 17 July 78,
same subject

1. Action Requested: None; for information only.

2. The reference expresses your continuing concern about the time it takes to process an applicant for Agency employment. In paragraph 2a you suggest that we "establish a greatly reduced norm such as 60 days in which to respond to an applicant as to whether we wish to employ him." We have checked our statistics for the last 18 months and can report that it takes an average of 50 days from the time a recruiter receives a completed application until an office decides whether it wishes to hire the applicant.

3. The time it takes for a decision not to hire an applicant is longer (91 days). It is obvious from this contrast in statistics that the offices quickly recognize the best candidates and put them in process as rapidly as possible. All applicant files are initially referred to one office of possible interest. In addition, applications are advertised in "New Applicant File Acquisitions" lists, which are continuously circulated to some 90 offices in the Agency (an example is attached). Very often, no interest is generated from either approach. If the Office of Personnel still feels the applicant has good qualifications, the file will be referred to another Agency component for review. This may happen three or four times before all possibilities have been exhausted. Only then is an applicant "rejected" by the Agency. The process does take time, but we believe it is both effective and fair. In a surprising number of cases, a second, third, or even fourth component may express interest in an applicant and ultimately put the individual in process. In those cases where a reject letter is sent,

the Agency can honestly say to the applicant, his Congressman, or his lawyer that we have thoroughly reviewed the individual's qualifications in light of Agency requirements and have been unable to come up with a suitable employment opportunity.

4. We are also aware that we are dealing with a perception problem in this area. Applicants think of processing time as beginning when they first inquire about jobs with the Agency and ending when they enter on duty. Looked at from that viewpoint, the period is lengthy. What applicants frequently forget is that they are the cause of much of the delay. For example: The person who sends in an employment inquiry receives a letter and an employment fact sheet from the Agency. If he or she returns a resume that meets our requirements, the individual is interviewed by a recruiter. If the interview is favorable, the candidate is given an Agency application to fill out. Rarely is an application returned in less than 21 days. Frequently it is not complete; we must go back and ask for full addresses of references, more information about drug usage, and the like. This may take another two weeks. Getting applicants into Washington for appointments is also difficult and time-consuming. Many, particularly students, are difficult to contact. After repeated unsuccessful phone calls, we send out mailgrams asking them to call us. Applicants also delay because of exams, term papers, inability to get away from work, etc. Finally, even when individuals are fully cleared, there are often substantial time delays prior to EOD because they need to sell their houses, wait until their children finish school, give adequate notice to their employers, and other such reasons.

5. You also suggested the possibility of using a retainer fee arrangement with some applicants pending completion of the clearance process. The concept is a good one. We used it selectively some years ago and are re-exploring the idea with representatives of NFAC and DDS&T. There are two areas of concern here. One has to do with substantive unclassified research vs. "make work." The other involves dealing with the complications that can arise when such an individual is not ultimately approved for Agency employment.

6. You asked us to consider making special provisions to decide whether we want Graduate Fellows (formerly known as Summer Interns) to come back for career employment. This Program is administered centrally by the Office of Personnel's Coordinator for Student Trainee Programs. It is one of his basic responsibilities to see that those Graduate Fellows who express a career interest in the Agency are fully considered for permanent staff employment. The Graduate Fellows formally communicate

employment interest via their final Program critiques. The Coordinator, meantime, has been in touch with the using offices throughout the summer session and has been receiving periodic assessments of the abilities the students are demonstrating. If there is mutuality of interest, the Coordinator brings the Graduate Fellow and the using component together to discuss permanent employment. Opportunities outside of a Graduate Fellow's using office are also explored. It is not at all unusual to find former Fellows in a CT class. In the January 1978 class, there were two. In the July 1978 class, there are also two. About 22% of our Graduate Fellows convert to permanent staff employment. We feel this to be an excellent return on our investment in the Program.

/s/John F. Blake

John F. Blake

Attachment

Dist:

- 0 - Add
- 1 - DDCI
- 1 - ER
- 2 - DDA
- 1 - DD/Pers/R&P
- 1 - D/Pers Subject File
- 1 - D/Pers Chrono (w/held)

STATINTL

Originator:

Director of Personnel

25 JUL 1978

STATINTL DD/Pers/R&P/[]:jmk (25 Jul 78)

STATINTL

Approved For Release 2003/04/17 : CIA-RDP81-00142R000400030006-2

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Applicant Processing Time

FROM:

Director of Personnel
5 E 58 HQ

EXTENSION

NO.

DATE

DD/A Registry

78-27917

9

TO: (Officer designation, room number, and building)

DATE

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Executive Officer, DDA

2. Associate DDA

3. Deputy Director for
Administration

4.

5. Deputy Director of
Central Intelligence

6.

7. Director of Central
Intelligence

8.

9.

10.

11.

12.

13.

14.

15.

The memorandum in the folder on Applicant Processing was returned with a request to chart out processing time. That chart is now attached.

STAT

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM

UNCLASSIFIED CONFIDENTIAL SECRET

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Executive Officer, DDA	8/9	J
2	Associate DDA		
3	Deputy Director for Administration		
4			
5			
6			

<input type="checkbox"/>	ACTION	<input type="checkbox"/>	DIRECT REPLY	<input type="checkbox"/>	PREPARE REPLY
<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>	DISPATCH	<input type="checkbox"/>	RECOMMENDATION
<input type="checkbox"/>	COMMENT	<input type="checkbox"/>	FILE	<input type="checkbox"/>	RETURN
<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>	SIGNATURE

Remarks:

Jack:

DCI asked for this. D/OS the other morning said 45 days for clearance. This meant full field investigation only. Poly to follow.

✓
F. W. M. Janney

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.

DATE

Director of Personnel

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